

Report on October 2003 Customer Service Performance Standards Survey

Naval Reserve Forces Command Customer Service Directorate (N00Q)

I. Purpose:

The purpose of this survey was to analyze the importance of each customer service standard to Drilling Reservists and measure Reservists' perceptions of their respective NRA's compliance to each standard.

II. Background

1. In December 2002, the Commander, Naval Reserve Forces Command, issued a one-page document called the Naval Reserve Force *Customer Service Standards* (for Echelon IV) and *Customer Service Standards of Performance* (for Echelon III). These standards outline the level of expectation that a Drilling Reservist can have for the service provided by their Naval Reserve Activity NRA (Naval Reserve Centers and Naval Air Reserve activities). The Customer Service Standards are included as Enclosure (1).

2. The survey target audience was all of the 88,000+ Drilling Reservists. Approximately 5200 personnel took the survey.

3. CNRFC plans to issue a Customer Service Performance Standards Survey annually. The results from the surveys will be used to:

- (a) indicate the applicability of each standard and to allow for modification of the standards to improve the quality of service to Drilling Reservists;
- (b) give an overall picture of customer service within the Naval Reserve Force, establishing a baseline by which to compare will be used as a comparison for results from future versions of the survey;
- (c) compare levels of customer service provided in various regions/activities within the Naval Reserve;
- (d) compare levels of customer service perception based on respondent's position in the unit (CO, XO, LPO, etc.) and whether respondent is officer or enlisted.
- (e) identify high performing NRA's to enable further study of "best practices" used at those commands.

III. Survey Development

1. A Web-based survey was posted on the private side of the reserves.navy.mil Web site. The survey consisted of 14 questions wherein the participant graded both the importance of the topic and the compliance of their NRA on a scale of 1-10. Additionally, participants were provided a 300character (revised, mid-way, to 600-character) free-text box for comments. Data was collected in spreadsheet form and analyzed by members of the COMNAVRESFORCOM (CNRFC) Customer Service Directorate (CSD), Code N00Q. Technical elements of the development include:

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- (a) Activity responsible for survey design: The survey was designed by the CNRFC CSD.
- (b) The survey was approved through the Navy's survey approval process by Navy Personnel Command and was given a Report Control Symbol (RCS) of 5725-4.
- (c) Survey distribution was via the private side of the CNRFC Web site. Survey distribution and data collection were coordinated by Mr. Stephen W. Blaisure COMNAVRESFOR N63, NRKO Project Lead, (contracted through SPAWAR Charleston).
- (d) Data analysis and reporting were completed by the members of the CSD. CSD members are selected reserve personnel who work in industry as consultants, engineers, and IT design specialists.
- (e) The survey was field tested by at least 10 Drilling Reservists with backgrounds typical of the survey population.
- (f) Administration method: NRA Commanding Officers received a message from CNRFC via their relative Readiness Command requesting survey completion by Drilling Reservists during the months of September and October. The message included the URL of the Web page on which the survey was posted.
- (g) The time estimated for completion of the survey was six 6 minutes.
- (h) Statistical method: Descriptive Statistics (numerical averages) were utilized.

IV. Survey Communications Plan

1. The CSD presented to the Commander of CNRFC an in-person brief outlining the survey objectives and a technical report detailing the survey results.
2. Major results of the data analysis were made available on the CNRFC Customer Service Web page. Once the results were posted, an e-mail was sent to all respondents indicating the availability and location of the results.

V. Survey Results

1. The survey was administered during the drill weekends in September and October, 2003. The expected group to be surveyed was all members drilling at their NRA during the September and October drill weekends. It was expected that there would be a completion of 30,000 surveys out of the potential 90,000. This sample size was needed for the comparisons to be made by Naval Reserve Activity. The rationale for breaking out subgroups by NRA was to pinpoint NRA's that provide high levels of customer service, study those NRA's, and publish areas of best practice.
2. The survey participation level was below the anticipated number. Approximately 5200 personnel out of the entire reserve population (less than 7%) took the survey. The participation per NRA was not, in any case, sufficient enough to provide statistically accurate analysis per NRA. However, the data provided does allow partial trend analysis per Readiness Command and for the entire Force. Enclosure (2), Customer Service Survey Participation, details participation by Readiness Command and NRA.

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3. Possible reasons for poor participation include: inadequate pre-survey marketing, an opposition to advertising the survey to participants by Echelon 4 or Echelon 5 commands, apathy by participants about taking another survey, reluctance to take a survey that required entry of SSN, inability to download the survey, and lack of computer access.

VI. Question Averages

1. Enclosure (3), Survey Results by Readiness Command, displays Readiness Command Compliance/Importance/Gap vs. Force Compliance/Importance/Gap for each Readiness Command.

2. In Enclosure (3), averages for the 5200 responses from the Naval Reserve Force are listed in the first three columns. The averages represent the survey respondents' rankings on NRA compliance, importance to the respondents, and the gap between those two numbers. The remaining columns list breakdowns from the Echelon IV NRAs and REDCOMS.

3. Enclosures (4) and (5), are a distillation and tally, respectively, of the more than 2000 comments received in the free-text option on the survey.

VII. Recommendations

1. Enclosure (6), lists the CSD's recommendations based on analysis of the data.

VIII. Lessons Learned

1. The following lessons were learned during the design, approval, survey execution, data analysis, and summary for the *Customer Service Performance Standards Survey* that was conducted in September and October, 2003:

(a) Surveys must be approved by the Navy Survey Policy Office. The point of contact is:

Kenneth P. Sausen, Ph.D.
Navy Survey Policy Office (PERS-00N)
Navy Personnel Command
5720 Integrity Drive
Millington, TN 38055
Comm: (901) 874-4647 DSN 882
Fax: (901) 874-2004

Kenneth.sausen@navy.mil

(b) Surveys must include a privacy act statement and must contain the report control number.

(c) Web-based surveys need to be located on the private side of the Web site.

(d) Respondents need to be given the opportunity to see the results of the survey. On this survey e-mail addresses were collected and respondents were sent an e-mail providing a link to a site for survey results. On the next survey it would be better for

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Force-wide results to be available immediately to respondents upon submittal of their responses.

(e) An aggressive Communication Plan is essential to ensure the desired participation. The next survey should be preceded by substantial advance notice in as many mediums as possible (such as VTCs, Naval Reservist, Web notices, e-mails).

(f) The respondents to this survey did not come from a statistically random sample. Instead, the survey was taken only by those people who chose to respond. It is unknown what effect this had on the results of the survey. The next survey will be taken by a statistically adequate sample size of purely random respondents. A process must be put in place to ensure this.

g) Asking for social security numbers as a part of the survey created the perception of potential reprisal and may have caused lower participation. It is recommended that SSN not be a field on the next survey. Utilization of NRA UIC will provide the desired demographic fidelity.

(h) The free-text comment box was limited to 300 characters. Several respondents commented that this was not enough space. In the spirit of listening to our customers, the limit was increased, mid-way through the survey period, to 600 characters. Future free-text boxes should have more generous limits.

IX. Sponsor and Performing Activity Point of Contact:

Captain Bill Garrett
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Commander Naval Reserve Forces Command
William.garrett@navy.mil
504-678-5678
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List of Enclosures

- (1) Customer Service Standards
- (2) Customer Service Survey Participation
- (3) Customer Service Survey Results by Readiness Command
- (4) Typical Comments from Free-Text Box
- (5) Survey Comment Tally by Category
- (6) Top Six Survey Issues and Recommendations

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Naval Reserve Force Customer Service Standards

COMMUNICATIONS

Our Full Time Support (FTS) staffs will maintain effective two-way communications with their Drilling Reservists to ensure timely and professional support of their requirements. To ensure this,

- We will reply to all telephone messages, voicemail and E-mail messages as soon as possible, and always within one (1) business day of receipt. NRAs will notify Reservists identified for mobilization within 24 hours of receipt of orders.
- We will provide customer feedback forms at the point of service for timely collection of customer satisfaction information, both positive and negative.

OPERATING HOURS

Our Naval Reserve Activities (NRAs) will be open and properly manned to provide essential services to support our Drilling Reservists and their gaining commands. To ensure this,

- NRAs will promulgate core business hours and ensure manning during those hours to support the full range of Drilling Reservist requirements (travel, orders, pay, mobilization, etc.). Drilling Reservists will make every effort to utilize these core hours for all customer service support issues involving their NRA.
- NRAs will have at least one FTS staff individual on duty at the NRA or on call during non-core hours to answer incoming calls and process emergent Reservist requirements.

TRAVEL, ORDERS and PAY

Our Drilling Reservists should expect their travel orders and itineraries within five (5) business days of requesting them. They should expect to be paid on a regular schedule and have any pay problems immediately investigated and resolved. To ensure this,

- We will process requests for travel orders within one (1) business day of receipt, except where hard-hold situations require further action, which will be completed expeditiously.
- SATO will process approved travel itineraries within 24 hours of receipt, 95% of the time.
- Funds Approvers will review all pending applications within one (1) business day of receipt.
- Government Travel Charge Cards (GTCC) will be activated no later than five (5) days prior to travel and deactivated within one (1) business day following confirmed completion of travel.
- Travel claims will be submitted within 5 days upon completion of travel, forwarded to PSD within two (2) business days of receipt, and monitored to ensure liquidation within ten (10) business days of receipt by the servicing PSD. Split disbursement will be used whenever the GTCC has been utilized for travel.
- Pay is a top priority for all NRAs, and all drills will be transmitted within three (3) days of completion, to ensure payment within 17 days (two DFAS pay cycles) of the drill date.
- Pay problems will be immediately logged, a pay trouble ticket opened with the NSIPS Help Desk if required, and pay problems will be resolved within 30 days of notification or the Reservist will be provided with a justifiable reason for the delay with an expected date of correction. Trouble Tickets will be reviewed on a weekly basis for resolution, and updated status provided to our Drilling Reservists.

Enclosure (1)

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UNIFORM SUPPORT

Our Drilling Reservists will muster in the Uniform of the Day at their NRA no later than their third drill weekend after affiliating with the Naval Reserve. To ensure this,

- Initial seabag orders will be processed by the NRA within one (1) business day after the request is received.
- Upon receipt of uniforms at the NRA, Reservists will be notified within one (1) business day that their uniforms are available for pick-up and/or tailoring services as needed.

UNIFORM SUPPORT

Our Drilling Reservists will muster in the Uniform of the Day at their NRA no later than their third drill weekend after affiliating with the Naval Reserve. To ensure this,

- Initial seabag orders will be processed by the NRA within one (1) business day after the request is received.
- Uniforms will be received at the NRA within two (2) weeks of ordering, will be immediately made available for tailoring, and returned to the Drilling Reservist within 30 days of fitting.

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Customer Service Survey Participation (October 2003 Survey)

South		South West		North West		North East		South East	
NMCRC ALBUQUERQUE	12	NMCRC ALAMEDA (IRC)	40	NMCRC BANGOR	37	NMCRC AMITYVILLE	0	Asheville	0
NMCRC AMARILLO	2	NMCRC ENCINO	18	NMCRC BILLINGS	16	NMCRC BRONX	67	Charleston	8
NMCRC AUSTIN	69	NMCRC FRESNO	0	NMCRC BOISE (IRC)	20	NMCRC MANCHESTER	6	Charlotte	2
NMCRC BATON ROUGE	11	NMCRC LAS VEGAS	12	NMCRC EUGENE	74	NMCRC NEW HAVEN	24	Columbia	25
NMCRC CORPUS CHRISTI	20	NMCRC LOS ANGELES	36	NMCRC PORTLAND (IRC)	50	NMCRC PLAINVILLE	18	Greensboro	5
NMCRC DES MOINES	13	NMCRC MORENO VALLEY	31	NMCRC SALT LAKE CITY	82	NMCRC PROVIDENCE	3	Greenville	2
NMCRC EL PASO	35	NMCRC PHOENIX	47	NMCRC SPOKANE	10	NMCRC ROCHESTER	7	Jacksonville	37
NMCRC HOUSTON	47	NMCRC RENO	9	NMCRC TACOMA	24	NMCRC WORCHESTER	1	Miami	4
NMCRC LITTLE ROCK	19	NMCRC SACRAMENTO	10	NRC CENTRAL POINT	16	NRC BANGOR	18	NMRC Atlanta	41
NMCRC OMAHA	53	NMCRC SAN DIEGO	131	NRC CHEYENNE	36	NRC EARLE	35	NMRC Augusta	6
NMCRC SAN ANTONIO	29	NMCRC TUCSON	13	NRC EVERETT	21	NRC FT DIX	9	NMRC Bessemer	76
NMCRC SHREVEPORT	8	NRC PORT HUENEME	12	NRC FARGO	43	NRC GLENS FALLS	4	NMRC Chattanooga	0
NMCRC SPRINGFIELD	36	NRC HONOLULU	62	NRC FT RICHARDSON	13	NRC HORSEHEADS	0	NMRC Knoxville	15
NMCRC TULSA	12	Grand Total	421	NRC HELENA	3	NRC QUINCY	0	NMRC Mobile	34
NMCRC WACO	3			NRC SIOUX FALLS	28	NRC SYRACUSE	32	NRC Columbus	37
NMCRC WICHITA	23			NRRC NORTHWEST	1	NRC WATERTOWN ALBANY, BRUNSWICK,BUFFALO, WHITE RIVER JCT	1	NRC Lexington	11
NRC CAPE GIRARDEAU	50			FT CARSON	1		0	NRC Louisville	50
NRC CEDAR RAPIDS	5			NRC POCATELLO	23	Grand Total	225	NRC Memphis	36
NRC DUBUQUE	31			Grand Total	504			NRC Meridian	2
NRC FT WORTH	87							NRC Nashville	0
NRC HARLINGEN	35			Mid West				NRC Tuscaloosa	6
NRC KANSAS CITY	8			NMCRC CINCINNATI	52			Orlando	4
NRC LINCOLN	60	Mid-Atlantic		NMCRC COLUMBUS	126	Count of Air Commands		Pensacola	4
NRC LUBBOCK	38	NMCRC EBENSBURG	32	NMCRC GRAND RAPIDS	29	NAF WASHINGTON	42	Raleigh	30
NRC NEW ORLEANS (IRC)	26	NMCRC ERIE	17	NMCRC GREEN BAY	35	NAR JACKSONVILLE	142	San Juan	0
NRC OKLAHOMA CITY	26	NMCRC HARRISBURG	95	NMCRC INDIANAPOLIS	125	NAR NORFOLK	38	St. Petersburg	2
NRC ORANGE	2	NMCRC MOUNDSVILLE	11	NMCRC LANSING MI	2	NAR PT MUGU	4	Tallahassee	8
NRC SIOUX CITY	22	NMCRC NORFOLK (IRC)	237	NMCRC MADISON	76	NAR SAN DIEGO	71	Tampa	70
NRC ST LOUIS	65	NMCRC PITTSBURGH	31	NMCRC ROCK ISLAND	12	NAR WHIDBEY ISLAND	23	West Palm Beach	0
NRRC SOUTH	2	NMCRC READING	0	NMCRC SOUTH BEND	21	NARCEN CHICAGO (removed)		Wilmington	19
		NMCRC RICHMOND	24	NMCRC ST PAUL (IRC)	201	NARCEN COLUMBUS (removed)		ASHVILLE, CHARLESTON	0
Grand Total	891	NMCRC ROANOKE	15	NMCRC TOLEDO	3	NARCEN DENVER	19	Gulfport	52
		NMCRC WASHINGTON	99	NMCRC YOUNGSTOWN	4	NARCEN LEMOORE (removed)		REDCOM SE	1
		NMCRC WILMINGTON	22	NRC CLEVELAND	38	NARCEN MINNEAPOLIS (removed)		Grand Total	587
		NRC ADELPHI	55	NRC DECATUR	89	NARCEN SAN JOSE (removed)			
		NRC AVOCA	6	NRC DETROIT	53	NAS ATLANTA	16		
		NRC BALTIMORE	11	NRC DULUTH	31	NAS BRUNSWICK	29		
		NRC HUNTINGTON	7	NRC EVANSVILLE	21	NAS JRB FT WORTH	1		
		NRRC MID-ATLANTIC	5	NRC FOREST PARK	7	NAS JRB NEW ORLEANS	4		
		LEHIGH VALLEY	0	NRC GREAT LAKES (IRC)	170	NAS JRB WILLOW GROVE	4		
		Grand Total	667	NRC LA CROSSE	30	NARCEN SELFRIDGE	0		
				NRC SAGINAW	8	NAR JACKSONVILLE	142		
				NRF MARQUETTE	31	NAR Brunswick	29		
				NRRC MID-WEST	11	Grand Total	601		
				CHICAGO, NRC PEORIA, BATTLE CR.	0				
				NMCRC AKRON	67				
				NRC MILWAUKEE	1				
				Grand Total	1245				

Enclosure (2)

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Customer Service Survey Results by Readiness Command October 2003

	<u>Force</u> 5200 Responses			<u>All Air NRAs</u> 601 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	5.4	8.2	-2.8
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	5.6	8.1	-2.5
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	5.6	6.7	-1.0
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.5	8.3	-1.9
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.6	8.3	-1.6
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	6.8	8.0	-1.1
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.5	8.0	-1.6
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	6.6	8.0	-1.4
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	6.7	8.6	-1.9
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	7.9	8.9	-1.1
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	6.5	8.9	-2.4
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	5.9	8.0	-2.1
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	6.7	7.8	-1.0
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	7.0	8.5	-1.5

Enclosure (3)

Report on October 2003 Customer Service Performance Standards Survey

Customer Service Survey Results by Readiness Command October 2003

	Force 5200 Responses			Mid-Atlantic 667 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	5.4	8.4	-3.0
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	5.7	8.1	-2.5
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	5.5	6.8	-1.3
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.0	8.5	-2.4
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.2	8.4	-2.2
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	6.7	8.2	-1.5
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.5	8.2	-1.8
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	6.6	8.2	-1.6
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	6.4	8.7	-2.2
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	7.8	9.0	-1.2
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	6.5	8.9	-2.4
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	5.6	8.0	-2.4
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	6.9	8.0	-1.1
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	6.8	8.5	-1.8

Enclosure (3)

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Customer Service Survey Results by Readiness Command October 2003

	Force 5200 Responses			Mid-West 1245 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	5.9	8.2	-2.2
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	6	7.9	-2
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	5.7	6.7	-0.9
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.5	8.3	-1.7
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.7	8.2	-1.6
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	7.2	8.1	-0.9
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.8	8.1	-1.3
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	6.7	8	-1.3
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	6.7	8.5	-1.8
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	8	8.9	-0.9
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	6.6	8.8	-2.1
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	5.6	7.9	-2.3
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	6.9	7.8	-0.9
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	7	8.3	-1.3

Enclosure (3)

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Customer Service Survey Results by Readiness Command October 2003

	Force 5200 Responses			Northeast 225 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	5.8	8.3	-2.5
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	5.9	8.3	-2.4
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	5.6	6.8	-1.2
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.5	8.4	-1.9
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.5	8.5	-2.0
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	7.1	8.2	-1.1
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.9	8.3	-1.4
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	6.5	8.1	-1.6
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	6.6	8.6	-1.9
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	8.1	9.0	-0.9
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	6.8	8.9	-2.1
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	6.0	8.0	-1.9
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	7.0	7.9	-0.9
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	7.0	8.6	-1.6

Enclosure (3)

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Customer Service Survey Results by Readiness Command October 2003

	Force 5200 Responses			Northwest 504 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	6.1	8.1	-2.0
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	6.1	8.0	-1.9
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	6.1	6.7	-0.6
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.7	8.2	-1.5
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.9	8.2	-1.4
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	7.2	8.1	-0.9
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.8	8.1	-1.3
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	6.8	7.9	-1.1
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	6.8	8.4	-1.6
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	7.9	8.8	-0.9
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	6.6	8.7	-2.1
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	5.7	7.8	-2.2
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	6.8	7.8	-1.0
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	7.3	8.6	-1.3

Enclosure (3)

Report on October 2003 Customer Service Performance Standards Survey

Customer Service Survey Results by Readiness Command October 2003

	Force 5200 Responses			South 891 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	5.8	8.2	-2.4
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	6.0	8.1	-2.0
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	5.7	6.8	-1.2
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.4	8.3	-1.9
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.8	8.3	-1.6
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	7.0	8.2	-1.2
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.7	8.3	-1.6
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	7.0	8.1	-1.2
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	6.7	8.6	-2.0
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	8.2	9.1	-0.8
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	6.9	8.8	-1.9
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	5.7	7.9	-2.2
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	7.1	7.8	-0.8
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	7.0	8.4	-1.4

Enclosure (3)

Report on October 2003 Customer Service Performance Standards Survey

Customer Service Survey Results by Readiness Command October 2003

	Force 5200 Responses			Southeast 587 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	5.7	8.1	-2.4
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	5.7	7.9	-2.2
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	5.5	6.4	-0.9
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.4	8.3	-1.9
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.7	8.3	-1.6
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	6.6	7.9	-1.3
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.4	7.9	-1.5
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	6.8	7.7	-0.9
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	7.0	8.3	-1.3
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	8.1	8.8	-0.8
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	6.7	8.7	-2.0
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	5.6	7.6	-2.0
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	6.8	7.8	-1.0
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	7.2	8.4	-1.2

Enclosure (3)

Report on October 2003 Customer Service Performance Standards Survey

Customer Service Survey Results by Readiness Command October 2003

	Force 5200 Responses			Southwest 421 Responses		
	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>	<i>Compliance</i>	<i>Importance</i>	<i>Gap</i>
1) My NRA replies to all telephone calls within one working day.	5.8	8.2	-2.4	6.0	8.2	-2.2
2) My NRA replies to all emails within one working day.	5.9	8.0	-2.1	6.2	8.2	-2.0
3) My NRA provides accessible feedback forms for timely collection of customer satisfaction information.	5.7	6.7	-1.0	6.0	6.7	-0.6
4) My NRA is always open for full service during the published core business hours.	6.4	8.3	-1.9	6.5	8.5	-2.0
5) My NRA is capable of meeting full range of drilling reserve requirements during core business hours.	6.6	8.3	-1.7	6.8	8.5	-1.7
6) My NRA has at least one full time support person available for emergent issues during non-core hours.	6.9	8.1	-1.2	6.4	8.3	-1.9
7) My NRA is responsive in case of emergencies during off hours.	6.6	8.2	-1.5	6.4	8.3	-1.9
8) My GTCC is activated within five days prior to departure on travel.	6.7	8.0	-1.3	6.5	8.1	-1.6
9) My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	6.7	8.6	-1.8	7.0	8.8	-1.8
10) I receive drill pay within 17 days of completing the drills.	8.0	9.0	-0.9	8.3	9.1	-0.8
11) My NRA resolves pay discrepancies within 30 days.	6.7	8.8	-2.1	7.0	9.1	-2.1
12) The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	5.7	7.9	-2.1	6.5	8.3	-1.8
13) The https://reserves.navy.mil website meets my information needs.	6.9	7.8	-1.0	6.8	8.0	-1.1
14) The fulltime support personnel at my NRA routinely provide customer service in a professional manner.	7.1	8.5	-1.4	7.6	8.6	-1.1

Enclosure (3)

Report on October 2003 Customer Service Performance Standards Survey

Typical Comments from Free-Text Box

PHONE CALLS

People are gone by 1400-1430 hours frequently; my phone calls are forwarded to answering machines when the person is out of town for a week or two....should just tell me that.

While there are some full time staff who promptly respond to e-mails and phone calls, others totally ignore them.

It is remarkable how consistent reserve centers are: -enlisted personnel ignore phone calls and e-mail; -enlisted are borderline insubordinate; -they post "office hours" during reserve weekends instead of being open the entire weekend.

NRA personnel DON'T return phone calls/e-mails. Very rarely do you get a live person to answer the phone. If you need something done, you must go there during the week on your own time.

The skipper of my reserve center is great. The respay office, however, seems very slow and rarely returns my phone calls or e-mails.

E-MAILS

Disregarding e-mails with replies and affirmations is a major problem. Not everyone can call or drop in to handle issues. E-mail should be the PRIMARY communication method and RESCEN personnel should respond to all e-mails promptly.

FEEDBACK FORMS

Customer feedback forms appeared during Oct drill.

CORE HRS

Regardless of when calls are made to the RESCEN during core hours, the person or persons you are trying to contact are not available. Typical excuses received are that the individuals are at PT, on liberty, off on personal business, or attending a command social event. It's frustrating and you are always asked to call back, rather than the RESCEN offering to call you back.

Core business hours are lax. Always closed on Monday even though there is only one DWE per month. Early departs on Fridays. PT or personal time in morning leaves about 16 hours a week when you can usually count on someone there.

GTCC

Have had problems getting GTCC turned on, was told by NRA they do it 1 day before AT.

GTCC is a bad idea and should be canceled.

Drill credit for AT and ADT very difficult to get posted through the NRA.

Getting travel claim processed in a timely manner to have the funds available when my GTCC bill arrives is a critical issue.

Enclosure (4)

Report on October 2003 Customer Service Performance Standards Survey

Travel Claim

My travel claims are submitted by my NRC in less than 14 days but it takes months sometimes to receive my travel reimbursement.

The psd system for travel claims is so inefficient that it takes members several months and a call to congress to get things resolved.

Drill Pay

The Sep03 Drill pay is still has not been paid, and it is now going on over 3 weeks since I drilled. I understand there is a system change and that's fine but you should have had a back up way to get us paid in a timely manner just incase of any problems (which always seem to happen with new systems).

Our RESCEN has done a tremendous job in the last year at getting drill pay paid in a very timely fashion (often within a week of drill!).

Drill, AT, and travel claim pay are not timely. Process for getting pay problems resolved inconsistent. NSIPS is down more than it is up.

During FY2003, I was not paid within the 17 day timeframe after performing drills. The RESCEN was unable to rectify the problem within 30 days. The pay problem was beyond the capabilities of this command but was not ignored. Every possible means was explored by this RESCEN. After a 4 month delay, HQ (New Orleans) resolved the pay problem.

I have NEVER had a pay problem with this NRA.

I am a 14 year reservist and have never had any pay problems.

Uniforms

Some issues (uniforms) are not always in their control.

Ordered uniforms in June'03. Received everything within a few months, except the covers. It is OCT and I still have not received them.

I have had great trouble receiving my uniforms, I am on my 4th drill period and still do not have everything.

Pay and uniforms have been received timely.

Attitude

My RESCEN is excellent. The CO and his team continuously try to improve communication, feedback, and service. Follow-up is very good in most cases.

The full time staff at my reserve center are a valuable asset to the reserve personnel. Whenever I've had a problem they are there to help, no matter how much of a nuisance I may be.

Always receive the utmost professional attention to my needs during drill weekend.

Excellent feedback/contact with the RESCEN CO.

Enclosure (4)

Report on October 2003 Customer Service Performance Standards Survey

Attitude (cont.)

My NRA has the most responsive staff that I have had contact with. I appreciate the effort the staff makes to make my reserve career as painless as possible.

My RESCEN works very hard on customer service issues.

NRC XXXX provides a positive work attitude along with a results orientated thought process in addressing any and all issues that arise for the reservist

I see constant improvement. NRC FTS personnel are positive about their jobs and do a good job on drill weekends to meet the Reservist's needs.

My NRA still has a ways to go in serving the reservist. The standards of care initiative was a big help in getting phone calls returned and problems dealt with. More can be done and I believe my NRA will respond to positive leadership initiatives in this area.

All of my experiences directly with the Reserve Center have been positive.

We now have a new staff on board that seems to be more responsive and attentive to reservists' needs.

Web site

reserves.navy.mil is only as good as the info that is uploaded. Without constant maintenance, I have no reason access the Web site to "pull" information. Incorporate into NKO.

There needs to be a Naval Reserve Web site that lists all of the sites that a person needs to know about during their career.

The Web site (reserves.navy.mil) navigation is extremely poor due to it's confusing nature. Trying to find anything takes way too long.

The Reserves.navy.mil Web site aside from basic information for the reserves, is very very poor. I like the navigation, and overall design, but the content for any reserve center, not just my own is not available. There is no content out there. Seems half finished with no end in sight to me

I would like to see a lot more information on the reserves.navy.mil Web site regarding units at the various RESCENS.

Retirement Points

Timely correction of retirement point capture discrepancies is a problem.

Drill credit for AT and ADT very difficult to get posted through the NRA.

Enclosure (4)

Report on October 2003 Customer Service Performance Standards Survey

Survey Comment Tally by Category

Comment Categories	Positive	Negative
Telephone	47	132
E-Mail	35	51
Feedback Forms	4	16
Core Hours	10	79
Meets Drill Res Requirements	2	8
After Hours Availability	0	2
Responsive in Emergencies	0	4
Government Travel Card	1	19
Travel Claims	0	21
Pay within 17 Days	21	62
Pay Problems Resolved within 30 Days	7	35
Uniforms	2	27
Web site	17	106
Attitude	588	287
Medical	5	22
Retirement Points	1	31
Other	26	298

Report on October 2003 Customer Service Performance Standards Survey

Top Six Survey Issues and Recommendations

Survey Question	Recommendations	Considerations
1. My NRA replies to all telephone calls within one working day.	<ul style="list-style-type: none"> ■ Maximize live phone response ■ Create command climate that promotes active communication responsiveness ■ Consider staggered work hours to ensure coverage at all times during core hours (auto fwd) ■ Systematic method to track trouble ticket ■ Provide Cross training 	<ul style="list-style-type: none"> ■ Staffing Problems ■ Funeral Detail and other requirements
12. The new affiliates in my unit receive their uniforms no later than the third drill weekend after affiliating with the Naval Reserve.	<ul style="list-style-type: none"> ■ Maintain/accumulate sample uniforms to try on ■ Provide alternative sourcing for back-ordered items (e.g. exchange chit) ■ Notification to member of uniform status ■ Actively monitor order status ■ Establish solution for rapid alterations ■ Establish metric to monitor uniform fulfillment 	<ul style="list-style-type: none"> ■ Contract Limitations ■ Funding Allocations limited ■ Authorization
2. My NRA replies to all e-mails within one working day.	<ul style="list-style-type: none"> ■ Systematic method to track trouble ticket ■ Out of office response with alternate point of contact ■ Create command climate that promotes active communication responsiveness ■ Enable Web access outside NRA during off hours for FTS staff 	<ul style="list-style-type: none"> ■ Staffing problems ■ High e-mail volume

Report on October 2003 Customer Service Performance Standards Survey

11. My NRA resolves pay discrepancies within 30 days.	<ul style="list-style-type: none"> ■ Issue Trouble ticket – member should know ticket number ■ Proactively manage resolution with weekly feedback as a minimum. ■ Actively manage and Issue Trouble ticket – member should know ticket number ■ Communicate deviations from normal procedures and timeframe – Example – new version of NSIPS delays pay 	
4. My NRA is always open for full service during the published core business hours.	<ul style="list-style-type: none"> ■ Staggered work hours ■ Clearly communicate when you are open for full service ■ 40 hours or more work week 	<ul style="list-style-type: none"> ■ Culture ■ Command climate ■ Attitude
5. My NRA processes travel claims to ensure payment within 14 days of receipt of the claims.	<ul style="list-style-type: none"> ■ Systematic monitoring and management within NRA ■ Actively communicate status to members ■ Should be single PSD for Naval Reserve travel ■ Transition to electronic travel claims ■ Institute quality control measures at NRA ■ Provide detailed, itemized travel claim information at DFAS MyPay Web site 	<ul style="list-style-type: none"> ■ PSDs outside NRA control ■ Poor communication from PSD ■ Random, illogical adjudications by PSD – not communicated well to Drilling Reservists ■ Inconsistent PSD interpretation of JFTR guidance leads to delayed or inaccurate processing of travel claims ■ PSD disregards messing and berthing statements on orders – consistently under-reimburses members for expenses while on navy duty